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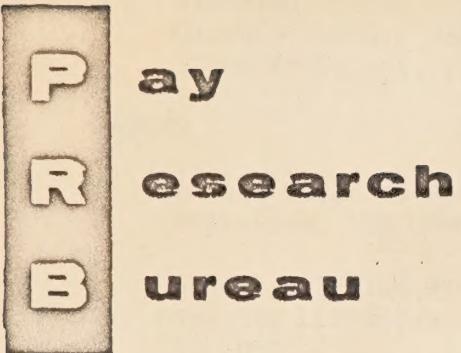
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1963

pt. 2

# RATES OF PAY AND RESPONSIBILITIES, CHIEF LIBRARIANS AND ASSISTANT CHIEF LIBRARIANS, UNIVERSITY LIBRARIES,

OCTOBER 1, 1963

Civil Service Commission of Canada

January, 1964



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## INTRODUCTION

This survey was undertaken to obtain information on the duties and responsibilities and rates of pay for Chief Librarians and Assistant Chief Librarians of universities in the Pay Research Bureau Sample. The information in this report has an effective date of October 1, 1963.

The report is in three parts. Part I is concerned with sources and methods; Part II with rates of pay and certain factors in salary administration; Part III deals with the organization and operation of university libraries and the duties and responsibilities of university Chief and Assistant Chief Librarian.

The Bureau acknowledges the co-operation and assistance provided by the responsible officers of the various universities and colleges that participated in the survey.

This report is a confidential document and its circulation is restricted to those designated by the Pay Research Bureau on the basis of recommendations made by the Advisory Committee on Pay Research and approved by the Civil Service Commission.



PART I - SOURCES AND METHODS

Information in this report was obtained from sixteen universities in eight provinces. These institutions were:

Dalhousie University, Halifax, N.S.

Nova Scotia Technical College, Halifax, N.S.

University of New Brunswick, Fredericton, NB.

Université de Laval, Québec, P.Q.

Université de Montréal, Montreal, P.Q.

Ecole Polytechnique, Montreal, P.Q.

McGill University, Montreal, P.Q.

Carleton University, Ottawa, Ont.

Queen's University, Kingston, Ont.

University of Toronto, Toronto, Ont.

McMaster University, Hamilton, Ont.

University of Western Ontario, London, Ont.

University of Manitoba, Winnipeg, Man.

University of Saskatchewan, Saskatoon, Sask.

University of Alberta, Edmonton, Alta.

University of British Columbia, Vancouver, B.C.

Survey officers were asked to obtain organization charts and job descriptions for the posts of Chief Librarian and Assistant Chief Librarian with respect to each library in the sample. Job comparisons were not made in the field.

In addition, officers were provided with questionnaires which sought information relating to the number of books, periodicals and pamphlets held, yearly circulation, the duties, responsibilities, and qualifications, both educational and professional, and years of experience required for the positions of Chief Librarian and Assistant Chief Librarian.

The basic measures used to summarize the information regarding rates of pay are defined below:



- (1) Mean Rate. Sometimes referred to as the weighted average, the arithmetic mean is a calculated average, obtained by multiplying each rate by the number of employees at the rate and dividing the sum of the products by the total number of employees. The mean rate is not shown where there are fewer than five observations.
- (2) First Quartile Rate (Q1). In a distribution of rates arranged in descending order, the first quartile is the rate above which 75 per cent and below which 25 per cent of the total observations fall. More precisely, it is the rate opposite the point in the distribution represented by  $\frac{3(n + 1)}{4}$ , where  $n$  is the total number of observations. The first quartile rate is not shown where there are fewer than ten observations.
- (3) Median Rate. In a distribution of rates arranged in descending order, the median is the rate above and below which fifty per cent of the total observations fall. More precisely, it is the rate opposite the point in the distribution represented by  $\frac{n + 1}{2}$ . The median rate is not shown where there are fewer than ten observations.
- (4) Third Quartile Rate (Q3). In a distribution of rates arranged in descending order, the third quartile is the rate above which 25 per cent and below which 75 per cent of the total observations fall. More precisely, it is the rate opposite the point in the distribution represented by  $\frac{n + 1}{4}$ . The third quartile rate is not shown where there are fewer than ten observations.
- (5) First Decile (D1). In a distribution of observations arranged in descending order of value, the first decile is the point above which 90 per cent and below which 10 per cent of the total observations fall. More precisely, it is the point in the distribution represented by  $\frac{9(n + 1)}{10}$ . A first decile is not shown where there are less than ten observations.



(6) Ninth Decile (D9). In a distribution of observations arranged in descending order of value, the ninth decile is the point above which 10 per cent and below which 90 per cent of the total observations fall. More precisely, it is the point in the distribution represented by  $\frac{n+1}{10}$ . A ninth decile is not shown where there are less than ten observations.

The rates presented in this report, using the measures described above, relate to October 1, 1963.



PART II - RATES OF PAY AND CERTAIN FACTORS  
IN SALARY ADMINISTRATION

A. Chief Librarian

Annual salaries paid to Chief Librarians are shown in Table 1. Fifteen of the 16 universities in the PRB sample reported salary information for their Chief Librarian. The one exception did not have an incumbent at the time of the survey.

TABLE 1: Annual Salaries Paid to Chief Librarians,  
University Libraries, PRB Sample of Universities,  
October 1, 1963

Measure	Annual Salaries
	\$
Mean	11260
D1	7380
Q1	10000
Median	11000
Q3	13000
D9	15200

B. Assistant Chief Librarian

Annual salaries paid to Assistant Chief Librarians are shown in Table 2. Eleven of the 16 universities with the post of Assistant Chief Librarian reported salary data for 18 incumbents. Six universities had one Assistant Chief, four had two, and one had four (one assistant and three supervisors - all of whom were reported to be at the same level).

TABLE 2: Annual Salaries Paid to Assistant Chief  
Librarians, University Libraries, PRB Sample  
of Universities, October 1, 1963

Measure	Annual Salaries
	\$
Mean	8752
D1	6220
Q1	7838
Median	9000
Q3	9825
D9	10550



C. Certain Factors Used in the Administration of  
Salary Levels and Revisions

Additional information as shown in Table 3 was sought from the 16 universities in the PRB sample concerning specific factors used in the administration of salary levels and revisions thereto. In order to maintain anonymity, the universities concerned have been coded.

TABLE 3: Certain Factors Used in the Administration of  
Salary Levels and Revisions for Chief Librarians  
and Assistant Chief Librarians, University  
Libraries, PRB Sample of Universities, October 1, 1963

University Code	Reviewed Same Time as Other University Staff	Salary Rates Related to:	
		Professors	Outside Librarians
1	Yes	No	Yes
2	Yes	No	Yes
3	Yes	Yes	-- (1)
4	No	No	Yes (2)
5	Yes	Yes	Yes
6	Yes	Yes	Yes
7	Yes	Yes	Yes
8	Yes	Yes	Yes
9	Yes	No	Yes
10	-- (1)	No	-- (1)
11	Yes	No	Yes
12	Yes	No	Yes
13	Yes	No	-- (1)
14	Yes	No	Yes
15	--(1)	No	Yes
16	Yes	Yes	No

(1) No information.

(2) Assistant Chief Librarian only.



PART III - ORGANIZATION AND OPERATION OF UNIVERSITY LIBRARIES  
AND DUTIES AND RESPONSIBILITIES OF UNIVERSITY CHIEF AND  
ASSISTANT CHIEF LIBRARIANS

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Organization

The university libraries in the sample were organized into departments, divisions, and sections and various combinations of these depending on the size of the library. Although each library organization was different it was noted that all had functions of ordering, cataloguing, circulation, reference and periodicals.

Some had divisions or departments for humanities, social sciences, applied science, special collections, technical services or processing, and in addition where there were faculties of law and medicine there were special libraries for the study of these subjects.

Inventory of Bound Volumes and Annual Circulation of Books and Periodicals

Fifteen universities in the sample reported the number of bound volumes held. One of these included the number of periodicals which could not be separated from the number of bound volumes. Fourteen universities gave annual circulation figures which included books and periodicals.

These circulation figures do not disclose the full extent to which the books and periodicals are used since they report "loans" only, that is, books charged out for varying periods of time. Some libraries do not record books used within the library and do not keep records of periodicals consulted.

Table 4 depicts inventories of bound volumes for October 1, 1963, and annual book and periodical circulation figures.

TABLE 4: Inventory of Bound Volumes and Annual Circulation of Books and Periodicals, University Libraries, PRB Sample of Universities, October 1, 1963

Number of Books and Periodicals	Inventory of Bound Volumes	Annual Circulation of Books and Periodicals
	Number of Libraries	Number of Libraries
1,000,000 and over	1	-
500,000 to 999,999	2	2
400,000 to 499,999	1	1
300,000 to 399,999	4	-
200,000 to 299,999	1	1
100,000 to 199,999	4	6
1 to 99,999	2	4
Total	15	14



Duties and Responsibilities of Chief Librarian

Introduction - The following paragraphs analyse the duties and responsibilities of the Chief Librarian. This information was obtained either by interview or in response to a mailed questionnaire.

None of the 16 universities had a job description for their Chief Librarian.

General - The Chief Librarian, at all 16 universities, is responsible for correspondence about the library. At a majority of these he represents his library at conventions and corresponds with international, national, provincial and other library organizations. He writes articles on library science for publication at eight universities in the sample.

The Chief Librarian also plans and directs the organization, recording, cataloguing, housing and maintenance of the book collection at 11 of the 16 universities. At the remaining five he performs most but not all of these functions.

Supervision Exercised - The number of employees supervised by the Chief Librarian is shown in Table 5. The number of sections in these libraries varies from two to 15.

TABLE 5: Number of Employees Supervised by Chief Librarians,  
University Libraries, PRB Sample of Universities,  
October 1, 1963

University Code	Assistant Chief Librarian	Section Head	Other Librarians		Clerical & Other Staff	Total Employees
			With BLS	Without BLS		
1(1)	1	4	19	11	16	51
2	1	4	10	--	43	58
3	1	-	--	9		10
4	-	4	4	--	23	31
5	-	13(2)	28	13	65	119
6	1	4	10	--	26	41
7	2	-	7	56		65
8	-	2	8	4	19	33
9	1	1	--	--	1	3
10	2(3)	4(5)	64	14	--(4)	84
11	2	9	18	19	55	103
12	-	5	7	17	15	44
13	2	-	9	10	25	46
14	-	7	1	4	17	29
15	4	11	25	--	100	140
16	1(6)	4(5)	9	11	26	51

(1) Post of Chief Librarian vacant at time of survey.

(2) Includes eight special.

(3) In addition, one position of Assistant Chief vacant and one Associate Chief on leave of absence.

(4) Not stated.

(5) Three do not have BLS.

(6) Does not have BLS.



Supervision Received - The Chief Librarian receives direction from the President or equivalent senior executive officer at 13 universities; the Vice-President, the Business Administrator or a Committee at each of the others.

Hiring and Separation of Library Employees - At 11 universities the Chief Librarian is requested to obtain prior approval of the university authorities for the hiring of staff. At two others he may do so without prior reference if the position is so designated in the establishment and is within the budget. At two other universities the Chief Librarian may engage non-professional personnel without referral. At only one may he hire, without restriction, both professional and non-professional employees.

Thirteen universities require the Chief Librarian to consult first with the university authorities before terminating an employee's services. At two universities he may discharge non-professional help without prior consultation. At only one may he dismiss, without restriction, both professional and non-professional employees.

Setting Salary Scales - The Chief Librarian has a voice in setting salary scales of library staff in 15 universities. In one he does not.

Library Budget - The Chief Librarian in all the universities is responsible for preparing a budget which is approved by university authorities. He is also responsible for operating the library within the limitations of the budget.

General Policy - University - At 10 universities the Chief Librarian assists in drafting general policy for the university. In two cases this was on an informal basis.

General Policy - Library - The Chief Librarian assists in drafting general library policy at 15 universities. The sixteenth replied that this policy is formulated by a Committee.

Union Catalogues - A union catalogue is defined as a catalogue of all the books or a selection of books in a group of libraries established and maintained on a co-operative basis. Survey officers were briefed to interpret "group of libraries" as including libraries maintained elsewhere than on campus.



The Chief Librarian at only one of the 16 universities in the sample plans and directs a union catalogue as defined above. This union catalogue includes cards for the Bibliothèque Nationale, Paris. A few maintain catalogues of books held in libraries of corporate or affiliated institutions.

Bibliographies - The Chief Librarian initiates, plans and directs the compilation and publication of national and subject bibliographies in three of the 15 universities reporting on this subject.

Development of New Techniques - The Chief Librarian at a number of universities also initiates, develops and advises on development of new techniques. The areas in which this is done in the 16 universities in the PRB sample are shown in Table 6 below.

TABLE 6: Areas in Which Chief Librarians Initiate, Develop and Advise on Development of New Techniques, University Libraries, PRB Sample of Universities, October 1, 1963

University Code	Electronic Data Processing	Microfilming	Other (1)
1	No	Yes	No
2	No	Yes	Yes
3	No	No	No
4	No	Yes	Yes
5	No	No	No
6	No	No	--
7	Yes	Yes	--
8	No	Yes	No
9	No	No	No
10	Yes	Yes	Yes
11	No	No	Yes
12	Yes	Yes	Yes
13	No	No	No
14	No	No	No
15	Yes	Yes	Yes
16	Yes	Yes	--

(1) Such as photo-reproduction and air conditioning.

Purchase of Books, Manuscripts and Equipment - The Chief Librarian is solely responsible for choice of purchases of books at five of the 16 universities in the sample.

He recommends the purchase of manuscripts at nine universities and at three he does not. At one university he has authority to purchase



manuscripts from budget funds and may ask for special grants. At another he is a co-ordinator of library committees for various faculties and co-ordinates the requirements of various departments. Two universities did not answer this query.

The Chief Librarian recommends the purchase of equipment at 14 of the 16 universities in the PRB sample. He has authority to purchase equipment from budget funds and may ask for special grants at one university. At another he is a co-ordinator of library committees for various faculties and co-ordinates the requirements of various departments.

Reference and Advisory Services - The Chief Librarian plans and directs the organization of a nation-wide reference service at only two universities in the sample. At a majority of the universities he provides an advisory service to libraries throughout Canada.

Courses in Library Science - The Chief Librarian gives a course in Library Science at only one university in the sample.

Qualifications Required - The educational qualifications for the position of Chief Librarian, together with the number of years of experience which would be required as a minimum, are shown in Table 7 below.

TABLE 7: Educational Qualifications and Minimum Years of Experience Required for Position of Chief Librarian, University Libraries, PRB Sample of Universities, October 1, 1963

University Code	General Academic	Library Science	Minimum Years of Experience
1	BA	BLS	10
2	BA	BLS	12
3	BSc	BLS or equivalent	5
4	BA	BLS	10
5	MA	MLS	10
6	MA	BLS or MLS	10
7	BA, preferably PhD	Not laid down	15
8	BA	BLS	15
9	MA or PhD preferably in science or engineering	BLS/MLS	5
10	BA	BLS	10
11	MA	BLS	10
12	Not laid down	Not laid down	Not laid down
13	BA	MLS	10
14	Not defined	BLS	5 - 10
15	BA, preferably PhD	BLS	10
16	BA	None	Not laid down



Duties and Responsibilities of Assistant Chief Librarian

Introduction - The following paragraphs analyse the duties and responsibilities of the Assistant Chief Librarian. This information was obtained either by interview or in response to a mailed questionnaire.

Eleven of the 16 universities in the sample had one or more Assistant Chief Librarians.

Job descriptions for Assistant Chief Librarian at two of the universities will be found in Appendix A. In addition, a job description for the duties of an Associate (or Assistant) Chief Librarian, as suggested by the American Library Association, which is the accrediting agency for Canadian Library Schools, is shown in Appendix B.

General - The Assistant Chief Librarian receives direction from the Chief Librarian at the 11 universities with Assistant Chiefs. At 10 of the 11 he takes charge during the absence of the Chief Librarian. At the eleventh he does not, as yet, because he was recently appointed to the post.

The Assistant Chief Librarian in the universities in the sample implements policies and programs in the daily work of the library and helps to prepare the annual budget. In addition, he advises on purchases, discipline of librarians, salaries, disposal of surplus volumes, and discipline of students.

The Assistant Chief Librarian consults with the Chief Librarian concerning new activities, library programs and special projects. Generally, too, he reviews methods and procedures followed in the library.

At a majority of the universities, the Assistant Chief Librarian represents the library at meetings or conferences. In addition, he interviews and advises on library operations with visiting librarians and other guests.

Supervision Exercised - The Assistant Chief Librarian, at a majority of the universities with Assistant Chiefs, supervises librarians in charge of functional areas. At three universities he supervises librarians in charge of special libraries, at one he does "partly", and at five he does not. Two universities did not answer this question.



The number of employees supervised by the Assistant Chief Librarian is shown in Table 8. At four of the five universities with more than one Assistant Chief it was not possible to separate the number of employees supervised by each Assistant.

TABLE 8: Number of Employees Supervised by Assistant Chief Librarians, University Libraries, PRB Sample of Universities, October 1, 1963

University (1) Code	Section Head	Other Librarians			Total
		With BLS	Without BLS	Clerical & Other Staff	
1	4	19	11	16	50
2	4	10	--	43	57
3	-	--	9		9
6(2)	-	--	--	26	26
7	-	7	56		63
9	1	--	--	2	3
10	4(5)	64	14	--(3)	82
	{ Ass't 1 6	9	12	27	54)
11	{ Ass't 2 3	9	7	28	47)
13(4)	--(3)	--(3)	--(3)	--(3)	--(3)
15	11	25	--	100	136
16	4(5)	9	11	26	50

(1) The five universities with no Assistant Chief Librarian are omitted.

(2) Assistant Chief Librarian newly appointed with incomplete responsibility at time of survey.

(3) Not stated.

(4) Two Assistant Chief Librarians.

(5) Three do not have BLS.

Areas of Direct Responsibility - Certain areas in which the Assistant Chief Librarian has direct responsibilities are shown in Table 9.



TABLE 9: Areas in Which Assistant Chief Librarians have Direct Responsibilities, University Libraries,  
PRB Sample of Universities, October 1, 1963

University (1) Code	Purchases	Staff Requirements	Training of Library Staff	Discipline of Librarians	Library Salaries	Disposal of Surplus Volumes	Equipment Requirements	Discipline of Students	Teaching Library Science to Students	Operation of a Section
1	No	Yes	Yes	Yes	No	No	Yes	Yes	No	No
2	Yes	No	Yes	Yes	No	Yes	No	(2)	Yes	Yes
3	No	No	Yes	Yes	No	Yes	Yes	No	No	Yes
6	No	No	No	No	No	Yes	No	No	No	No
7	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No	Yes
9	Yes	No	Yes	Yes	No	Yes	Yes	No	No	Yes
10	--(3)	--(3)	Yes	--(3)	--(3)	--(3)	--(3)	--(3)	--(3)	No
11	Yes	Yes	No	No	No	No	No	No	No	No
13	--(3)	--(3)	Yes	--(3)	--(3)	--(3)	--(3)	--(3)	--(3)	No
15	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No
16	Yes	Yes	Yes	No	Yes	No	Yes	No	No	No

(1) The five universities with no Assistant Chief Librarian are omitted.

(2) Conducts an extension course for teachers who do library work.

(3) Not stated.



Working Relationship with Other Groups - Groups with which the Assistant Chief Librarian has a working relationship are shown in Table 10 below.

TABLE 10: Groups With Which Assistant Chief Librarians have a Working Relationship, University Libraries, PRB Sample of Universities, October 1, 1963

University (1) Code	University Teaching Staff	Students	Librarians in Other Libraries	Officers of Library Associations in:	
				Canada	Other Countries
1	No	Yes	Yes	Yes	Yes
2	Yes	No	Yes	Yes	Yes
3	Yes	Yes	Yes	Yes	Yes
6	Yes	No	No	Yes	Yes
7	(2) --	--(2)	--(2)	--(2)	--(2)
9	Yes	Yes	Yes	Yes	--
10	Yes	No	Yes	Yes	Yes
11	Yes	No	Yes	Yes	No
13	Yes	No	Yes	Yes	No
15	Yes	Yes	Yes	Yes	Yes
16	Yes	Yes	No	No	No

(1) The five universities with no Assistant Chief Librarian are omitted.

(2) Not now- newly appointed.

Qualifications Required - The educational qualifications for the position of Assistant Chief Librarian, together with the number of years of experience which would be required as a minimum, are shown in Table 11.



TABLE 11: Educational Qualifications and Minimum Years of Experience Required for Position of Assistant Chief Librarian, University Libraries, PRB Sample of Universities, October 1, 1963

University (1) Code	General Academic	Library Science	Minimum Years of Experience
1	BA	BLS	10
2	BA	BLS/MLS	10
3	BSc	BLS or equivalent	5
6	MA	BLS	8 - 10
7	BA	BLS	10 - 15
9	BA or BSc-pre- ferably in science	BLS/MLS	3
10	BA	BLS	5 - 7
11	MA	BLS	3 - 4
13	BA	BLS	5 - 7
15	BA	BLS	7
16	BA	None	Not stated

(1) The five universities with no Assistant Chief Librarian are omitted.



APPENDIX A

JOB DESCRIPTIONS OF  
ASSISTANT CHIEF LIBRARIAN  
FROM TWO UNIVERSITY LIBRARIES



ASSISTANT LIBRARIANJOB DESCRIPTION "A"

I - Class Title: Assistant Librarian

II - Type of Work:

A - Summary description of job to be performed

To assist the Librarian in the administration of the Central Library and to act in his absence. To work under general direction. The incumbent participates more particularly in the elaboration, the application of Library activities programmes and more specifically in internal management, that is to co-ordinate the work of the five departments of the library and to direct a staff of 40 of which 35 are librarians.

B - Characteristic duties and responsibilities

1 - To assist the Librarian in the planning, organization and control of technical and administrative work of the five departments of the library.

2 - To take the initiative for periodic meetings of all the library staff with a view to integration of individual and departmental activities, to motivate the librarians and to exercise a certain control.

3 - To act in the absence of the librarian and to assume, in part, responsibilities which have been delegated.

4 - To assist the librarian in the preparation of the budget.

5 - To receive professors, outside visitors and colleagues; to grant permission to use library facilities and services and to provide special information.

6 - To complete questionnaires for government or professional bodies.

7 - To prepare general reports on work done by the library or concerning certain specific problems to be submitted to the Library Commission or to the Librarian.

8 - To record monthly absences of the staff as reported by Section Heads.

9 - To write references, letters and requests and to prepare transmittal of information inside and outside the library.

10 - To sign order forms for volumes requested by faculties or the library prior to sending them to the purchasing department.

11 - To authorize by signed pass access to the bookstore.

12 - To co-ordinate and organize periodic meetings (5 or 6 times a year) with all the staff. To meet Section Heads and employees individually when required.

13 - At the request of professors, to receive student groups and to advise them on the utilization of library departments.

14 - To select persons referred by personnel department and to look after the guidance of new employees.



15 - To attend meetings of professionals, as representative of the library.

16 - To perform any other related technical and administrative duties.

C - Direction

(1) Received - Oral directives received from the Librarian.

(2) Given - Direction of five Section Heads.

D - Line of promotion

Librarian in charge of the Library.

**III - Minimum qualifications**

A - Knowledge

A thorough knowledge of French. A profound knowledge of English. Knowledge of library science, and of university education. Thorough knowledge of the wheels of administration of the library.

B - Ability and Aptitudes

Ability to co-ordinate, direct and supervise the work of a staff. Aptitudes for research and editing of complex reports.

C - Personal Suitability

Ability to demonstrate tact and courtesy. Natural leadership.

**IV - Preparation (Background)**

A - Academic

A bachelor degree or the equivalent/A master degree in Library Science.

B - Experience

Broad and extensive experience in the various duties of a librarian and/or in bibliographic research.

C - Other

Or any combination of education and experience considered adequate by accepted authority to perform the duties required.



APPENDIX B

STANDARD DUTIES OF AN ASSOCIATE (or ASSISTANT) CHIEF LIBRARIAN  
ISSUED BY THE  
AMERICAN LIBRARY ASSOCIATION



American Library Association Standard

Duties of an Associate (or Assistant) Chief Librarian

1. Directing work of staff through department heads.
2. Making community contacts with faculty, students and alumni.
3. Assisting in preparation of the budget.
4. Helping to develop the book collection that will implement educational programs.
5. Seeing that library quarters are kept in good condition.
6. Supervising inventories.
7. Purchasing supplies and equipment.
8. Preparing reports and memoranda.
9. Handling correspondence.
10. Assisting with the classification of library positions, preparation of library schedules, personnel records.
11. Making recommendations regarding appointments, promotions, transfers, salary adjustments, etc.
12. Rating staff members for their efficiency.
13. Developing the latent abilities of staff members.
14. Making the library and its resources known to the student body and faculty.
15. Keeping in touch with library developments by attending conferences, reading library literature.
16. Participating in campus activities.
17. Acting as Chief Librarian in his absence.



## ASSISTANT LIBRARIAN

### JOB DESCRIPTION "B"

#### Division of Responsibility

The basic division of responsibility (between the two Assistant Librarians) is between public service departments and technical services departments, with both Assistants having certain auxiliary duties assigned to them. The assignment of auxiliary duties is to remain fairly flexible so that these may be temporarily switched should the Assistant normally in charge be engaged in other tasks.

Heads of library departments will normally report to the Chief Librarian through the appropriate Assistant Librarian. They will discuss daily problems, or details of problems, with the appropriate assistant librarian. The assistant will be responsible for solving the problem, but if it is of a serious nature or requiring a radical solution it must be discussed with the Chief Librarian. It will be the responsibility of the Assistant Librarians to keep the Chief Librarian fully conversant with changes and developments throughout the library. The Chief Librarian and the Assistants will meet daily at 9:30 a.m. Heads of departments may at any time come direct to the Chief Librarian to discuss the operation of their departments or their problems, but normally they will report to the Assistant Librarians.

While the division of responsibilities between the two Assistant Librarians is to be largely according to the function of departments, that is public service and technical service, it is recognized that some responsibilities cannot be successfully divided this way, and accordingly the following responsibilities have to be specifically assigned.

#### A. Personnel Work

1. Professional Staff - Chief Librarian
2. Other staff (regular full-time, non-professional - First Assistant staff; short-term staff, student assistants) Librarian

This includes interviewing, hiring, and firing; problems relating to salaries.

Major problems relating to salary, serious internal staff problems are to be discussed with Chief Librarian.

Technical Service Departments will keep the second Assistant Librarian informed of personnel matters.

#### B. Office Supervision

1. Secretary - under direction of Chief Librarian
2. Bookkeeping - Chief Librarian
  - bookkeeping queries from the bookkeeper to be directed to the First Assistant Librarian
3. Supplies - bookkeeper refers requisitions for supplies to the proper Assistant Librarian.



## C. Equipment

### 1. Maintenance of inventory - Bookkeeper

The responsibilities listed below are to be divided between the two Assistant Librarians according to department where equipment located.

### 2. Annual Check of Equipment -

- Arranging for repairmen's call, etc. -

### 3. New Equipment

- Requests - examining and discussing with department heads -
- Checking catalogues, etc. re models -
- Preparing list of equipment for Estimates -
- Revision of Request lists -

### 4. Ordering of new equipment - First Assistant Librarian

## D. Maintenance of Building - Second Assistant Librarian

### 1. Inspecting the building and seeing that maintenance tasks such as repairs of door knobs, toilets, stair treads, etc. are carried out.

### 2. Relations with janitors - Seeing that building is clean

- Seeing that new or temporary janitors have a locking up timetable and know the routine as the latter is important and complicated.

## E. Miscellaneous

### 1. Evening Credit, External - Second Assistant Librarian

### 2. Freshman Instruction in September - Second Assistant Librarian

### 3. Summer Work Projects - Divided according to function

### 4. Displays - Second Assistant Librarian

### 5. Surveys and Statistical Reports - Divide according to function

### 6. Music Listening Room - Second Assistant Librarian

## F. Planning of New Buildings - This will continue for another year - Then about the time the building is completed there will be the placing of orders for furniture.



## LIBRARY ADMINISTRATION

The Assistant Librarians shall be responsible for assisting and advising the Chief Librarian. Each Assistant has been given a general area of responsibility and control. The Assistants will work closely together, and with the Chief Librarian, in the area of administration.

The organizational pattern, as set out here, is to be regarded as a tentative plan for library administration at the beginning of a period of rapid expansion and change in the library system.

### ASSISTANT LIBRARIAN

#### First Assistant Librarian

This Assistant's responsibility shall be the supervision of public services.

1. Line responsibilities - Heads of departments shall report through the Assistant to Chief Librarian in all matters pertaining to organization and service to the public.
2. Organization and routines - The Assistant shall continually study organization and routines with a view to maintaining maximum efficiency during a period of dynamic change in the Library.
3. Frequent contact with departments - The Assistant shall frequently visit each service area of the Library, and is empowered to inspect all activities and records in the department.
4. Absence of a Department Head - The Assistant is empowered to take over the direction of a department at any time the head of the department is absent.
5. Time tables - Heads of departments shall submit time tables of permanent staff and of student assistant help to the Assistant for approval.
6. Staff manuals - Staff manuals for each department are to be brought up-to-date under the supervision of the Assistant.
7. Job analysis - The Assistant shall undertake a job analysis of all positions in public service departments with a view to making the most efficient use of staff.
8. Statistics - The Assistant shall regularly analyse statistics for the purpose of predicting future trends in public service. He shall also make suggestions to the Chief Librarian on type of statistics to be recorded.
9. Student instructional programs in reading rooms - These shall be planned by the head of a department in conjunction with the Assistant.



10. Special work projects - Special work projects, as for instance summer projects, shall be cleared with the Assistant (N.B. Any project involving the making or altering of any type of continuing record must be approved by the Library Administration).
11. Library evening service - The Assistant shall study the evening service offered by the Library with a view to recommending changes should these be desirable.

#### Other Responsibilities

- Maintenance of Library buildings - report to Chief Librarian.

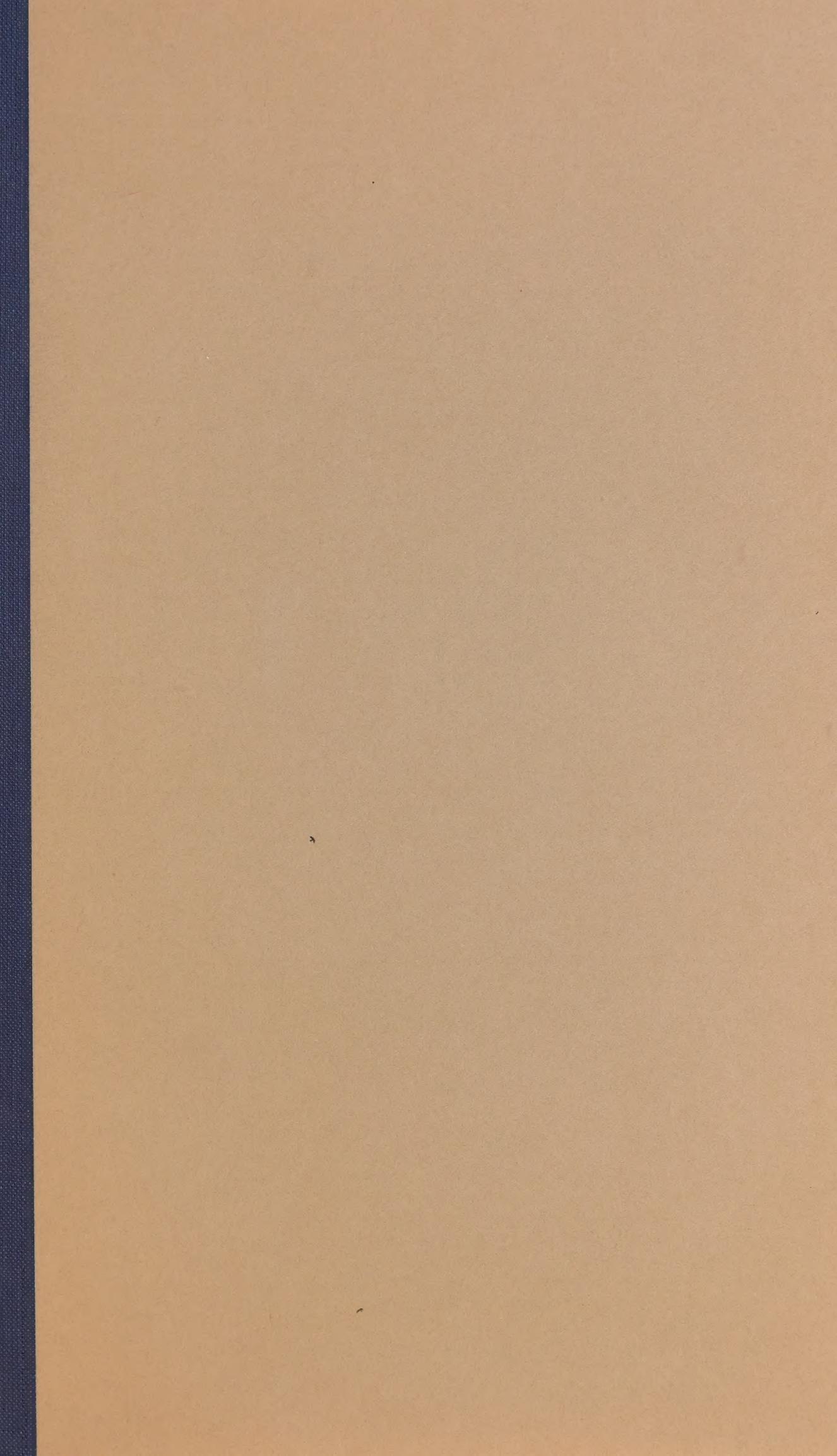
#### ASSISTANT LIBRARIAN

##### Second Assistant Librarian

For the remainder of the current session, the second Assistant Librarian shall retain the position of Chief Cataloguer. His administrative responsibilities will be limited by the amount of time he can spare from his present duties.

1. Records of Library materials - The Assistant Librarian shall be responsible for all types of records in service departments which record holdings of library materials, (e.g. pamphlets, periodicals, maps, micro-materials, and the like) and for recommending the best form of records and records containers.
2. Catalogue maintenance and uniformity - The Assistant Librarian shall be responsible for over-all supervision of all card catalogues in the library system to ensure maintenance and uniformity.
3. Book collections survey - The Assistant Librarian shall survey our book collections with a view to formulating the broad acquisition policy, the establishment of an undergraduate library, etc.
4. Reorganizational projects - The Assistant Librarian shall be available to take charge of major reorganizational projects anticipated because of the rapid development of the university library.





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